DD/A Registry

File _O+M_____

DD/A 76-3119

2 3 JUN 1976

MEMORANDUM FOR: Director of Communications
                 Director of Finance
                 Director of Joint Computer Support
                 Director of Logistics
                 Director of Medical Services
                 Director of Personnel
                 Director of Security
                 Director of Training
                 Chief, Information Systems & Analysis Staff
                 Chief, Information & Privacy Staff

STATINTL   FROM   :   ████████████████████
                 Chief, DDA/Plans Staff

           SUBJECT   :   Management Conference Scheduling

           REFERENCE   :   Multiple Addressee Memorandum dated 25 March
                            1976 from A-DD/A; Subject: Call for TQ
                            and FY 1977 Objectives for the DD/A MBO
                            Program

        1.   Attached is the schedule of meetings for Office
Heads and the DD/A to discuss proposed FY 1977 objectives.

        2.   In the interest of saving time, these meetings
will also be the occasion for abbreviated bimonthly FY 1976
MBO conferences in lieu of the regular mid-July to mid-August
meetings. Please submit status reports covering the May-
June period by 30 July with your recommended selection of
those objectives, if any, you desire to discuss with the
DD/A.

        3.   Status reports covering the TQ should be submitted
with the written evaluation of past year MBO accomplishments,
due 1 November.

                                                /S/

                              ████████████████████   STATINTL

STATINTL

Attachment:
  Meeting Schedule As Stated
Distribution:
  Original - Each Addressee w/att.   1 - DD/A Subject w/att.
        1 - DD/A Chrono wo/att.   1 - DDA/PS Chrono w/att.
DDA/PS ██████████████ (23 June 1976)

Attachment to DD/A 76-3119

SCHEDULE OF MEETINGS

(Between Office Heads and DD/A to discuss and obtain approval
for FY 77 objectives:)

OFFICE	DATE	TIME
OC	17 August 1976	10:30
OF	19 August 1976	10:30
OJCS	24 August 1976	10:30
OL	26 August 1976	10:30
OMS	31 August 1976	10:30
OP	2 September 1976	10:30
OS	8 September 1976	10:30
OTR	10 September 1976	3:30
ISAS	13 September 1976	1:30
IPS	15 September 1976	10:30

DDA 76-1352

2 5 MAR 1976

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Joint Computer Support
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Security
Director of Training
Chief, ISAS

FROM : John N. McMahon
Acting Deputy Director for Administration

SUBJECT : Call for Transition Quarter and FY 1977
Objectives for the DDA MBO Program

1. You should have received by now copies of the booklet describing the operation of the Management by Objectives Program (MBO) in the DDA. To ensure full understanding of the Directorate's MBO Program, please make wide distribution of the booklet throughout your Office.

2. You will note from the attached timetable that the development, review and approval of next year's objectives excludes the Transition Quarter (TQ). During the TQ we will continue to track FY 1976 objectives not completed during the year, as well as those objectives which were scheduled to continue for more than one fiscal year. Fiscal Year 1977 objectives should be developed according to the timetable. The DDA Plans Staff is available to provide whatever guidance and assistance you or your staff may need.

JOHN N. McMAHON

John N. McMahon

Att

Distribution:
Orig - D/CO
Xcy - Each additional addressee

PS:
Rewritten:
ADDA:JNMcMahon:kmg (25 Mar 76)
Distribution:
    Orig - D/CO
      X cy - Each additional addressee
        1 - DDA Subject
        1 - DDA Chrono
        1 - JNM Chrono
        1 - PS Chrono

TIMETABLE

FY 77 MBO CALENDAR

Offices submit draft objectives to DD/A
  Plans Staff for preliminary review,   16 July
  primarily format oriented

DD/A Plans Staff completes initial review,
  makes suggestions and returns objectives   2 August
  to DD/A Offices

Individual Office Heads meet with DD/A,
  A-DD/A and Plans Staff to discuss
  and obtain final DD/A approval for   16 August -
  objectives. In order to prepare an   10 September
  agenda, the DD/A Plans Staff must
  receive the proposed objectives eight
  working days prior to the meeting

Objectives published. Offices begin or
  continue development of action plans,   24 September
  milestones and resource allocation

Office Directors submit short, written
  evaluation of past fiscal year MBO   1 November
  Program accomplishments

Bi-monthly management conferences begin   Mid-December

Management by Objectives

in the

Directorate of Administration

Management by Objectives

in the

Directorate of Administration

I. BACKGROUND

     Few, if any, management concepts have received
more attention and caused as much confusion in recent
years as management by objectives (MBO). What has
caused the confusion? A key element may be the
inability of managers, particularly in the government,
to relate the academician's theories with MBO imple-
mentation in their office. The end result is many
managers conclude that it is not possible to
beneficially use such a management tool.

     There is, however, reasonable evidence that MBO
is an approach to managing that can work, even in
government, if it is applied with organizational
realities in mind. MBO basically is a results-
oriented philosophy of management which encourages
participation, which forces and aids in planning,
and assists in the problem identification and resolu-
tion process. Ambiguity about key task accomplishment
is reduced and two-way line manager-to line manager
communication is improved.

     There is no one model for an MBO system! This
is particularly true in the public sector where
goals, organizational structure, and economic rewards
are generally defined by law or regulation. The
federal budget system is complex and demands its
particular set of program documents and reports.

II.   THE DD/A PROCESS

The Management by Objectives program in the
Directorate of Administration identifies and tracks
the achievement of selected DCI, Directorate and
Office goals. These goals generally fall into one
or more of three categories: innovative, problem
solving, or uniquely important. Routine, on-going
activities (which may, however, constitute a large
and important part of an Office's mission) are
addressed by top management only as needed on an
"exception" basis, thus allowing attention to be
focused where it is most needed.

In the Agency, policy guidance is afforded the
Directorates in several ways: the annual DCI Fiscal
Guidance Letter, the Key Intelligence Questions, and
the USIB Fiscal Year Intelligence Community Objec-
tives. The DD/A Offices' missions are defined by
regulation and it is within the framework of both
these regulatory missions and other policy guidance
that Offices are tasked to examine opportunities
for identifying specific objectives. The Direc-
torate's innovative and problem-solving objectives
usually have their genesis in the Offices while the
uniquely important objectives principally stem from
specific DCI or DD/A direction, or constitute an
integral part of the Office's mission.

Again, as in most other parts of the public
sector, the DD/A program is basically conducted on
a fiscal year basis. The building of the annual
Directorate MBO program begins in April when Offices
are tasked to develop draft objectives for the fol-
lowing fiscal year. After the objectives have been
committed to paper in a brief summary form, initial
reviews take place between the Office Plans Staff
and the DD/A Plans Staff to see if any problems
with the objectives' development can be identified.
From this review, an attempt is made to insure that
the focus of the Office's objectives is narrowed to
the specific programs and goals which are consistent

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with the overall mission of the Agency, Directorate and Office.

After these preliminary steps are taken and agreement is reached, the objectives are discussed mutually by the DD/A, the A-DD/A, the Office Director, and appropriate staff members. From this discussion comes the finalized objectives for the next fiscal year. The DCI and the Directorate level objectives are then sent to the DCI for his review, discussion, and approval.

When the DCI approval is received, the Office Director and his appropriate Office elements then complete preparation of action plans, allocate resources, and before the new fiscal year, start the implementation process. Those objectives impacting on other Directorates are passed to the Deputy Director concerned.

The review process in the DD/A centers on bi-monthly management conferences attended by the DD/A, the A-DD/A, Office Directors, an Office of the Comptroller representative, and the Office and DD/A Plans Staffs. These conferences enable the Office Director and the DD/A:

    a. to review regularly the progress of the Office toward achievement of its objectives;

    b. to determine whether the established objectives continue to be a high priority;

    c. to identify areas where corrective action is or will be necessary to meet a milestone, to achieve an objective, or amend the objective;

    d. to assign specific responsibility for carrying out the corrective action when necessary;

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       e. to discuss in a non-crisis atmosphere
all related areas of management concern as
well as provide a forum for continuing pro-
fessional communication.

    For example, discussion might center on the need
for reallocation of manpower or dollar resources,
reordering of priorities within the Office, program
budget execution to date, etc. These bi-monthly
management conferences provide yet another means for
discussion of management-related items among the
DD/A and his Office Directors.

    The DD/A MBO system requires that prior to each
Office's first bi-monthly management conference of
the year, action plans showing milestones and
personnel and dollar resource allocations for each
objective be sent to the DD/A Plans Staff. Eight
working days before each subsequent management con-
ference, the Office Directors submit updated action
plans on all objectives to the DD/A Plans Staff.
The transmittal memorandum accompanying the action
plans indicates why the achievement of an objective
may be ahead of or behind schedule. If a milestone
has not been completed as scheduled, the reason for
the shortfall is stated briefly and a new date set.
The DD/A Plans Staff is responsible for reviewing
the action plans and for preparing a management
conference agenda which summarizes the reason for
shortfall or progress beyond planned performance.
The agenda may include questions related to the
status of each objective. During the conference,
items related to or peripheral to the objectives
may be raised and assigned to a specific officer as
an action item. After each conference, the DD/A
Plans Staff furnishes a report on the conference
to the DD/A and the participating Office Director.

    Significant substantive revisions or modifi-
cations of objectives or action plans are raised
for discussion during management conferences, or
are discussed with the DD/A or the DD/A Plans Staff
if a conference is not imminent. Office Directors

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may revise objectives or milestones without
contacting the DD/A if there is no change in the
substance of the objective, or if it is necessary
to add more specific milestones without changing
the overall timing.

Budgetary changes, new legislation, and new
Office of Management and Budget or Agency initiatives
will occasionally require modification of objectives.
In such cases, Office Directors describe their new
objective to the DD/A at a management conference.
The DD/A and the Office Director will determine
whether or not the subject is to be added to the
list of objectives for that Office, or substituted
for an existing objective. From time to time, it
may be necessary to revise or drop an objective.
These proposals are also raised at the management
conferences.

Annual MBO performance evaluations are required
of each Office at the end of the fiscal year. If an
objective was not completed, the evaluation should
include a brief statement as to why and the prognosis
for its completion, including whether or not it is to
be carried as an objective in the next fiscal year.
Insofar as possible, the evaluations should express
customer opinion of the service or product connected
with each objective.